

Historic, Archive Document

Do not assume content reflects current scientific knowledge, policies, or practices.

1.9
Ag81ER



Graduate
School, USDA

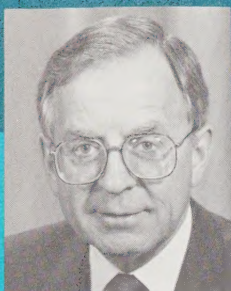


Annual Report

1
9
9
1

USDA
LIBRARY
MAR 29 '93
ALU. / SIGNALS DIVISION

General Administration Board



2



3



4

1 Alan Raul

Interim Chairman

General Counsel, Department of Agriculture

2 Duane Acker

Administrator, Office of International Cooperation and Development, Department of Agriculture

3 Catherine Bertini

Assistant Secretary for Food and Consumer Services, Department of Agriculture

4 Betsy Brand

Assistant Secretary for Vocational and Adult Education, Department of Education

5 Robert Brown

Director, Educational Affairs Division, National Aeronautics and Space Administration

6 Dennis Fischer

Deputy Assistant Secretary, Office of Finance, Department of Health and Human Services

7 Charles Hilty

Assistant Secretary for Administration, Department of Agriculture

8 Joseph Howard

Director, National Agricultural Library, Department of Agriculture

9 Bradshaw Langmaid, Jr.

Deputy Assistant Administrator for Research, Bureau for Science and Technology, Agency for International Development

10 Roberta Peters

Director, Office of Civilian Personnel, Department of the Navy

11 Virginia Robinson

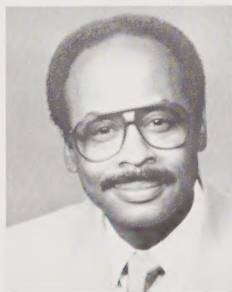
Executive Director, Joint Financial Management Improvement Program

12 Curtis Smith

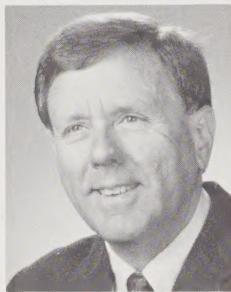
Associate Director for Retirement and Insurance, Office of Personnel Management

13 Phyllis York

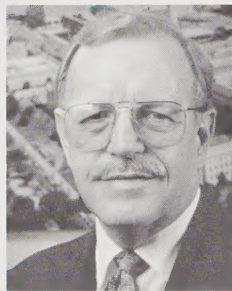
Director, Recruitment and Development, Animal and Plant Health Inspection Service, Department of Agriculture



5



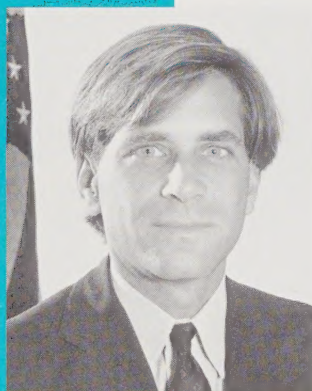
6



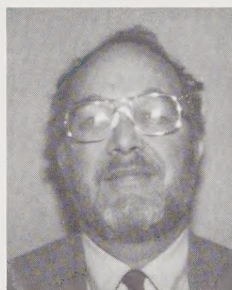
7



8



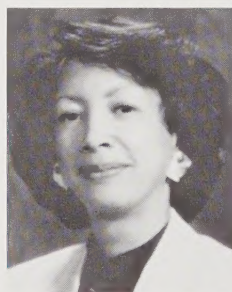
1



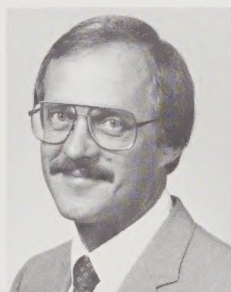
9



10



11



12



13



At the beginning of 1991 the Graduate School faced up to some serious facts: federal agencies had no approved budgets, enrollments were low, and the school was looking at a lean year.

By the end of the year, thanks to increased marketing efforts, innovative programming ideas and serious cost containment activities (and helped by the fact that federal agencies finally did get their budgets approved) the Graduate School ended one of its most successful years ever.

It took the cooperative work of the staff and faculty to bring about those results. Using total quality management process action teams, individual office staffs met to discuss innovative ways of cost containment and income generation. As a result of these suggestions, some vacant positions were left unfilled temporarily, changes were made in the way programs purchased course materials and all purchases were scrutinized. The cost containment efforts became a concerted accomplishment of the staff.

At the same time, efforts were strengthened to boost enrollments by increasing the quality of current offerings and by designing attractive new courses. Here's a sampling of the new ideas put into place this year:

■ The Administrative Excellence Certificate Program (AECF) was introduced and conducted for 50 Department of Defense Office of the Inspector General and 23 Defense Communications Agency participants. The program features 14 three-hour training modules in areas matched to skill surveys. These surveys allow participants to enroll in only those modules that they require to bring their basic skills in such areas as English, proofreading and time management up to standards. Forty-seven of the 50 participants successfully completed the requirements and received their certificates at an awards ceremony in July.

■ A new three-week Local Area Network Administrator Certificate Program made a major impact in the Computer Sciences curriculum. The overwhelming response by participants caused it to stand out as an area which will merit additional emphasis. The newest and latest version of Netware will be installed to capitalize on this high demand subject area.

■ A new course in Troubleshooting and Maintaining the IBM PC and Compatibles was developed as a response to an Office of Personnel Management contract. The course became so popular that 10 offerings were presented in major cities such as Denver, Chicago, Ogden and Austin. The course will be offered as an open-enrollment course in 1992.

■ There was growing demand within the U.S. Air Force District of Washington for a pre-retirement planning course for mid-careerists. However, the command believed that it could not afford a full training program for the large number of employees who would want such a program. To meet this challenge the Graduate School designed a one and one-half day program—Federal Benefits and Financial Planning—for mid-careerists. Last year five courses were presented to 200 employees.

■ A new impetus for the management area is the Managerial Grid, for which the Graduate School has agreements to conduct courses for government managers. The first Managerial Grid seminar was held in August, and this program is expected to continue to develop as a second residential course, augmenting the Management Development Program.

■ The Center for Applied Management expanded the TQM curriculum from TQM orientation, awareness, and skills courses to TQM team building and TQM facilitator workshops. As clients gradually move into TQM implementation, the center has responded to the growing number of requests for on-site workshops in TQM. Several new faculty members, each possessing federal and TQM experience, were added. Several of the team building and facilitator workshops have two instructors assigned, with some workshops using overlapping instructor assignments. The use of team instruction in TQM training complements and reinforces the team approach to continuous process improvements.

■ Auditors are finding that using microcomputers in their audits increases their productivity and effectiveness. For the past seven years, the Audit Training Institute has offered training in word processing, spread sheets and databases as they relate to auditing. This year Statistical Sampling Applications



Judy Scott, Dr. Philip Hudson (director)

Using Microcomputers was introduced in response to requests to teach not only statistics but also the use of software to select samples and appraise and interpret the results.

■ Acknowledging the growing interest in international matters, Evening Programs' Social and Behavioral Studies curriculum introduced Economics of Oil, Geo-Economic Forecasting, Strategic International Economics, and Environmental and Natural Resource Economics courses.

■ The Financial Management Certificate Program was successfully introduced this year in response to the U.S. Agency for International Development focus on training in this field. Building on the already established Financial Management course, the certificate program provides in-depth coverage of managerial accounting, financial management and management development.

■ In the Correspondence Program, Basic Indexing tallied 272 students this year. This course used to be small—about four people a year—before the Graduate School was listed in a book about how to make money freelancing.

Those are just some of the highlights that made the past year a most successful one for the Graduate School. For a more detailed look at the academic programs, and for a face-to-face look at the people who manage the programs, please consult the program summaries that follow.



Philip H. Hudson
Director

Advisory Committees

Advisory Committees alert the school to emerging training needs and assist programs in the planning, delivery and evaluation of academic and support services. Although only committee chairpersons are listed here, the Graduate School is grateful for the continuing support of the dozens of government, business and academic leaders who contribute to the success of the advisory committee program.

Auditing

Thomas Roslewicz, Department of Health and Human Services

Computer Sciences

William Freund, Department of Education

Congressional Staff

Ella Wong-Rusinko, House of Representatives Staff

English and Communications

David Winkelmann, Department of Agriculture

Financial Management and Accounting

Mark Page, Department of Treasury

Foreign Languages

Charles von Luttichau, Department of the Army (retired)

Graphic Arts and Photography

Robert Southee, Department of Commerce (retired)

Information Resources Management

Edward Barrese, Resolution Trust Corporation

International Programs

Tom Tracy, Pan American Health Organization

Law and Paralegal Studies

John Golden, Department of Agriculture

Library Technology

Gary McCone, Department of Agriculture

Management

Peter J. Basso, Department of Transportation

Mathematics and Statistics

Charles Caudill, Department of Agriculture

Natural History and Horticulture

Gary Evans, Department of Agriculture

Personnel Administration

Jerome Butler, Department of the Interior

Procurement

Theodore Goldberg, Department of Labor

Property Management

Frank Proden, Department of Agriculture

Scholarship

John Holden, Graduate School (retired)

Science and Engineering

Eric B. Sheinen, Department of Health and Human Services

Secretarial Skills

Mary Harris, University of the District of Columbia

Economics

Lester Myers, Department of Agriculture

Career Planning and Development Programs

First row: Martha Evelyn, Dawn Riley, Tiesha Sanders, Mary Kelly, Colleen Basaman, Bob Walsh **Second row:** Lynn Edwards (director), Doris Thompson, Cynthia Hawkins, Andy Carruthers, Eric Friedfeld, Nicole Brown



Several organizational changes occurred within Career Planning this year. The Secretarial and Office Administration curriculum ceased to be a separate area and active courses were reassigned to other curriculum areas, primarily to the communications curriculum. Responsibility for the administration of the contract with the Nuclear Regulatory Commission was transferred from Special Programs to Computer Science. Responsibility for administration of contracts with Army Education Centers was transferred from Special Programs to the Proposal Office.

In the Communications Skills curriculum, open enrollment accounted for 1,192 enrollments and contract courses for 603. The open enrollment statistics are the highest ever recorded for this area. Writing courses were well attended this year and the editing course also was consistently fully enrolled. The most popular course in the curriculum area, Critical Thinking—A Writing Skills Workshop, accounted for 405 enrollments.

The Computer Sciences curriculum reached an all-time new peak in enrollments and revenue in June with more than 600 enrollments and \$191,000 in revenue for one month.

WordPerfect remains the most popular of all the personal computer software training courses because of its acceptance by most government organizations as the standard for word processing. A total of 49 offerings of WordPerfect courses was offered from August 1990 through July 1991. Several new courses were added during the year, including Introduction to Paradox, Quattro Pro and Enable.

Desktop Publishing training continues to grow. PageMaker is still the leader, but Ventura is coming on strong. WordPerfect training was added for the Macintosh. Overall training on the Macintosh increased during the past year and, with the addition of new courses, there should be even more demand for Macintosh training.

The Graduate School's contract with the Nuclear Regulatory Commission to provide agency-

wide computer science training expired in June 1991. This contract was replaced by an interagency agreement covering a three-year period.

There were 1,267 enrollments in the Counseling area, a record for this curriculum. The Pre-Retirement Planning Seminar accounts for the overwhelming majority of enrollments. This seminar is conducted mainly by contract, on-site at the agency.

In the Procurement, Contracting, Grants and Property Management area, daytime course enrollment and contract activity were up from previous years; 617 students attended open enrollment courses and 378 participated in contracts.

In November 1989 the Graduate School won a competitive contract to provide procurement and financial assistance training to the Bonneville Power Administration in Portland, Ore. Since the award, an average of two courses per month has been presented. In April 1990 the contract was renewed for the first option year.

COMPUTER SCIENCE DEPARTMENT

First row: Ted Williams, Khaled Zeinab, Brenda Gibson, John Hunt
Second row: Nat Hopkins (director), Jerry Quintard, Ed Gregory





Correspondence Program

Tumella Fullard, Norma Harwood (director), Brenda Stewart-Walker, Sister Grace Leslie

Correspondence registered 2,138 students for the year, anchored by the increased registrations for the Indexing course mentioned in the opening pages of this report.

Areas with the highest enrollment were Accounting and Auditing, with 479 students; Editing, with 441; Paralegal Studies, with 252; English and Writing, with 210; and Science and

Engineering with 205. Private, non-government students comprised the largest block of enrollments.

During the year several course books were reviewed and upgraded. Current books were scanned into the computer and instructors received a disk on which to make revisions. The updated text then was produced in desktop publishing to provide cleaner, more readable materials.



Evening Programs

Gabriela Sheppard, Ron MacNab (director), Maria Wilmeth, Connie Spence

Evening Programs enrollment increased from 13,997 last year to 15,690 for the 1990-91 school year. This rise equals 11 percent. For each of the fall, winter and spring quarters the increase totalled around 9 percent, but the largest surge occurred in the summer quarter. From the summer 1990 quarter to the summer 1991 quarter, enrollments rose by 532, a 27 percent increase.

This increase can be attributed to the new format of the summer session: two back-to-back five-week sessions instead of the traditional 10-week session (although 33 longer courses were offered also.) In comparison to the last academic year, an additional 39 courses were offered.

By increasing the number of sections offered from 140 to 179, Evening Programs expanded the availability of courses. Concomitantly, the summer quarter also marked a departure from previous summer quarters in terms of course offerings: intro-

ducing newly designed courses during the summer was a novelty.

Running two five-week sessions offered participants the opportunity to take two successive courses in half the time normally needed.

The following curricula posted the largest increases: Public Affairs and Policy; Field Studies and Horticulture; Social and Behavioral Studies (Economics); Law and Paralegal Studies; Foreign Languages.

In the first four areas, the increases are due to a combination of new courses and larger enrollment in already existing ones. The rise of student numbers in the foreign language area reflects a several-year surge of interest.

A similar focus can be discerned in the Public Affairs and Policy area: most of the new courses feature a "global concern" approach. The most successful new courses were Introduction to Technology Transfer, Europe 1992—Economic Perspectives, and Energy Issues, Policy and Strate-

gies. While the Mathematics and Statistics curriculum is not among the areas with the biggest increase, it nevertheless was the arena for a far-reaching change. With the introduction of Review of Basic Mathematical Skills I and II, Evening Programs recognized the need to provide basic mathematical training. Both courses were suggested by faculty and were praised by participants.

The quality of customer service improved by offering summer term courses in air conditioned buildings exclusively. During previous summer quarters, one of the most frequent complaints by participants addressed the lack of air conditioning in several classrooms.

Government Audit Training Institute

First row: Elaine Muir, Eman Sleem-Nasr, William Thurman, Mary Gervais, SueAnne Clancy-Athens, Ruben Coker

Second row: Miriam Chege, Tonya Barbee-McDaniels, Tracey Stokes, Mary Rokos, Donald Smuland (director)



In the Government Audit Training Institute, enrollment for the year was 8,369, an increase of 1,691 over 1989-90. Open enrollment courses grew by 500 and group contract enrollments gained by nearly 1,200. A majority of the growth was attributed to agencies taking advantage of the group discount rate and buying more than one or two courses a year. One state agency contracted for 24 course offerings in 1990, the largest number of offerings for one agency in the history of the program. One federal agency had 16 sessions of the same course presented on a nationwide basis.

The boost in open enrollments is attributed to an increase in marketing through direct mail and personal visits.

A few years ago, the Internal Revenue Service (IRS) made a commitment to Total Quality Management (TQM) to improve its process and customer orientation. In reviewing one of its processes the internal audit division found that too much time elapsed between the time when reports were written and when they were released. This was attributed in

part to auditors not effectively communicating audit results and recommendations to managers.

The IRS thought that its efforts to have managers gain acceptance of audit recommendations might be improved with more positive communication on the part of its auditors. A needs analysis was completed and plans were made initially to develop a course in-house. That would have created a significant drain on resources so consequently the IRS decided to solicit bids.

The institute demonstrated that two of its courses—Effective Auditor-Client Relations and Briefing Techniques for Auditors—met the needs with only slight modifications. Auditing instructors developed a questionnaire which was sent to all participants so that the participants' needs could be addressed during the course.

To address organizational needs, the instructor met with top-level audit managers and incorporated their ideas in the course. The course was held in September and initial feedback was positive.

International Institute

Adel Daham, David Casella, Anne Woods, Robert Mashburn (director), Jane Burke, Rebecca Wolff, Prentiss de Jesus



As enrollments steadily increased to 1,046 participants this year, the Institute continued to gain recognition as a practical, meaningful center for short-term international training. As

institute alumni now reach senior level positions in government administration, they are extremely effective representatives of the quality training that the Institute provides. Biweekly seminars, introduced in each of the certificate programs as a means

of integrating and reinforcing course segments, have been a successful addition to the institute training design. Additionally, the responsiveness and flexibility that the institute demonstrates to sponsors and participant's needs marks it as unique in the international training field.

The most dramatic expansion is found in the Project Analysis and Project Management/Evaluation courses. These programs meet the growing need for trained, professional analysts and managers in the developing world. By combining the use of practical, experiential learning, the latest developments in project management software and increasingly complex, substantial course projects, these courses ensure that project managers and analysts have the skills needed to create and promote successful projects.

In response to a World Bank request, the Private Sector Development course was initiated. As the political and economic agendas of more countries place a greater emphasis on privatization, the institute developed a course that examines divestiture, the transfer of management, leasing or ownership of state-owned assets to private sector, and deregulation.

Audit training and internships were provided to 20 Indonesian auditors in a 14-week program funded by the World Bank through the LCP International Institute. The program was part of the Indonesian Accountancy Development Project and provided a platform for examining auditing standards and practices in the United States and comparing them with Indonesia.

The Pacific Islands Training Initiative was established through an interagency agreement with the Department of the Interior. Interior's Office of

Territorial and International Affairs approached the Graduate School to provide training to all levels of government in the American-affiliated Pacific Islands. The complex nature of the request involved establishing the first comprehensive training program in that area to six different locations simultaneously. Logistically, the project requires intense coordination from Washington to administer this size of a project from more than 9,000 miles away.

The project covers American Samoa, the Commonwealth of the Northern Mariana Islands, the Federated States of Micronesia, Guam, the Republic of the Marshall Islands and Palau. The project is expected to be a long-term development program.

The project approach uses total quality management concepts to integrate the needs of government leaders and department heads into training design and implementation. Task-oriented training will be developed for each targeted occupation for phases covering the next several years. The project will focus on fiscal government employees to maximize job performance and effectiveness. By emphasizing the training of trainers program, the project aims to foster sustainable local departments of human resources.

An initial needs assessment took place in December 1990, followed by further needs assessments and pilot courses in accounting and auditing from March to May 1991. The Graduate School has held two Washington conferences focusing on regional training design. The project team prepared a five-year master training plan for the Department of Interior that went into effect in October 1991.



International Visitors and Exchange Program

*First row: Victoria Csicsmann, Michelle De Capua, Joy Elliot, Susy Asin-Capriles, Karl Maschino
Second row: Steve Smitten, Robert Jose, David Bachman, Bill Brown, Erik Ronhovde*

This year the International Visitor and Exchange Program conducted activities for 289 visitors and arranged exchanges for 206.

The number of visitors programmed for the United States Information Agency (USIA) increased by 5 percent. Taiwanese visitors increased by 15 percent.

Three new projects administered were:

- The Korean American Scholarly Program, a three-week international exchange program for 10 young Korean scholars and researchers to explore

the history and current status of bilateral relations between the United States and the Republic of Korea. The exchange will be followed by a visit of American scholars to Korea.

- "Chambers of Commerce and the Role They Play in Private Sector Development" was a program designed to introduce 14 delegates from the Maghreb Chamber of Commerce to the organizational and management structure of U.S. Chamber of Commerce organizations on the national, regional and local level.

- The Fulbright Teacher Exchange Program East

Coast Orientation Workshop involved planning, implementing and evaluating a three-phase orientation workshop for U.S. and foreign teachers and their families. The orientation was attended by 430 teachers and dependents, 60 speakers and 40 U.S. Information Agency and Graduate School staff members.

The school has continued to achieve improved productivity and cost effectiveness in programs and projects administered for the USIA. Last year, when the agency issued strict budget guidelines, careful adjustments were made to meet budget realities. Workloads were adjusted and some major responsibilities were combined and were assumed by existing staff members.

Vacation time was adjusted during the slow season and part-time staff was used to minimize costs.



FULBRIGHT TEACHER EXCHANGE PROGRAM

First row: Winifred Flanagan, Sylvia Reed (director), Stephanie Sisle, Lee Scott **Second row:** Geraldine Frankoski, David Germroth, John Dunham

Program Statistics

Programs	1988-89 ind. /group	1989-90 ind. /group	1990-91 ind. /group
Evening and Weekend Programs	14,044	13,997	15,690/37
Career Planning and Development Programs	9,484/1,841	8,379/1,890	7,698/1,596
Correspondence Programs	1,987	2,278	2,133
Government Audit Training Institute	8,589	6,678	8,369
International Programs	454/309	180/216	326/720
Special Programs	798/4,097	1,012/4,128	3,174/4,868
Total individual and group enrollments	35,356/6,247 ¹	32,524/6,234 ²	37,387/7,227 ³
Grand Total	41,603	38,758	44,618

Ind. — Individual enrollment figures represent course registration.

Group — Group enrollment figures include conferences, seminars and contract courses in addition to individual course registrants.

¹ Includes 1,148 participants who attended a conference for which the Graduate School provided support but was not the sponsor.

² Includes 1,807 conference participants.

³ Includes 2,718 conference participants.



Special Programs

Lyn Oglesby (director), Lorri Davis, Julie Margulies, Ralph Salvagno, Yolanda Shaw, Susan Lyttek

Special Programs enrollments for the academic year exceeded all of the previous year by more than 200 percent. This included management and supervisory courses across the board, but especially in the Total Quality Management curriculum.

Training specifically designed for agencies in Personnel and EEO continues to be an area of substantial growth. Open enrollment classes were dropped because of low enrollments but agencies have shifted to contract training in personnel management, position classification and staffing. The Graduate School conducted one course per month on Sexual Harassment for the Defense Communication Support Group. An intensive program was designed and developed for 12 Department of Transportation interns. The program consisted of 78 hours of training in Introduction to Federal Personnel Procedures, Staffing and Classification. The participants were recent college graduates hired by the Department of Transportation.

Enrollments in all course areas are growing as a result of increased visibility of the Center for Applied Management.

Increased awareness of the high quality of training was achieved by marketing via direct mail and by consistent satisfaction registered by participants on course evaluations.

For the next year, the focus will be on developing a certificate program in supervision which fits with Office of Personnel Management criteria for supervisory development.

At the request of an organization which had a requirement to develop a management and leadership series, the Center for Applied Management customized courses to suit objectives and specific requirements, and developed a series of courses which were delivered as an in-house program under the auspices of the human resources department. The Graduate School provided customized courseware at moderate prices, and considerable savings to the client over commercial services or individualized design and development.

The IRM Scholarship Program, a series of short courses taken over the span of a year or more on a part-time basis to provide a legal and conceptual IRM foundation, had 16 participants.

Conferences supported by the Graduate School during the year included Perspectives on Employment of Persons with Disabilities, a multi-agency effort; the 20th Annual Joint Financial Management Improvement Program conference; the fourth annual Conference on Federal Quality Improvement, and the second annual conference on Improving the Shape of Federal Child Care.



INFORMATION OFFICE: *Left Side:* Maureen Kenney, Emily Flanagan, Kate Kosmicki, Diana McGonigle, Brian Gray (director)
PROPOSAL OFFICE: *Right Side:* Heather Griffin, Grady Poole (director)

Support Programs

The preceding narratives explained the curriculum areas. There are many others who play supporting roles in the operation of the Registrar's Office, the Business Office, the Information Office and the Proposal Office. Here are the teams who serve behind the programs.



BUSINESS OFFICE

First row: William Dekoladenu, Gwen Hill, Wanda Ault, Kinfe Mihretu, Dorothy Hinton **Second row:** S. Lance Williams (director), Brett-Lytle Martin



REGISTRARS OFFICE:

Rosharon Hayes, Doris Jackson, Alice Harriston, Carolyn Nelson (director), Louise Moore, Adrian Rias, Anthony Lamar

List of Clients — 1991

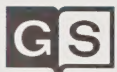
Afro-American Institute
Agency for International Development
Air Force District of Washington
Army Audit Service
Army National Guard
Asia Foundation
Central Intelligence Agency
Cities of Austin, Tex.; Baltimore Md.;
New York, N.Y.; Philadelphia, Pa.
Coordination Council for
North American Affairs
Defense Communications Agency
Defense Intelligence Agency
Defense Mapping Agency
Department of Agriculture
Department of the Army
Department of Commerce
Department of Defense
Department of Education
Department of Energy
Department of Health and Human
Services
Department of Housing and Urban
Development
Department of the Interior
Department of Justice
Department of Labor
Department of the Navy
Department of Transportation
Department of Treasury

Department of Veterans Affairs
District of Columbia Government
Drug Enforcement Agency
Environmental Protection Agency
Equal Employment Opportunity
Commission
Embassy of Egypt
Executive Office of the President
Fairfax County
Federal Crop Insurance Corporation
Federal Emergency Management
Agency
Federal Maritime Commission
Federal Railroad Administration
Federation of Malaysia
Foreign Service Institute
General Services Administration
Government Printing Office
Harvard University
Internal Revenue Service
International Labor Office
Institute for International Education
Institute for Public Affairs
LCP International Institute
Library of Congress
National Aeronautics and Space
Administration
National Naval Medical Center
National Oceanographic and
Atmospheric Administration

National Personnel Authority of
Japan
National Science Foundation
Naval Audit Service
Naval Intelligence Service
Nuclear Regulatory Commission
Office of Personnel Management
Office of the U.S. Trade
Representative
Offices of the U.S. Senate and House
of Representatives
Pakistan Participant Training
Program
Partners for International Education
and Training
Railroad Retirement Board
Securities and Exchange Commission
Social Security Administration
States of California, Connecticut,
Florida, Georgia, Idaho, Illinois,
Kentucky, New Jersey, New York,
Pennsylvania, North Carolina,
South Dakota, Utah
Tennessee Valley Authority
United Nations Development
Programme
U.S. Customs Service
U.S. Information Agency
United States Postal Service
World Bank

The annual report is produced for the Graduate School by the Office of Information and Public Affairs, with the assistance of the program directors.

Editor Brian Gray **Assistant Editors** Diana McGonigle, Maureen Kenney
Graphic Design Wade Snyder **Photos** Herman Farrer **Staff Assistant** Emily Flanagan



Graduate
School, USDA

South Agriculture Building, Room 1025
14th and Independence Ave., S.W.
Washington, D.C. 20250

Office of the Director

Non-Profit Organization
U.S. POSTAGE

PAID

Permit Number 9639
Washington, D.C.
